

**Transformation Management**  
**National Aeronautics and Space**  
**Administration (NASA) – ERP**  
**Implementation**

**Key Benefit** - Over 150 legacy systems have been replaced to date and another 128 legacy systems targeted to be replaced with SAP ERP solution

**Background**

*Federal aerospace agency with an operating budget of \$16.5 billion and over 20,000 employees located in ten centers. NASA is currently in the midst of a five-year ERP implementation, Integrated Financial Management Program (IFMP).*

**Challenges**

*There were several challenges that drove the need for change at NASA including: 1)disparate financial systems 2)need for integrated human resources/payroll system 3)meet eGov and President's Management Agenda (PMA) objectives. **People issues** around change management, training and user satisfaction are some of the main challenges the agency has faced during the ERP implementation.*

**Resolution and Benefits**

*NASA has identified important lessons learned that focus on improving **people issues** during the IFMP ERP implementation:*

*Communications – Set realistic expectations for implementation and communicate them often.*

*Senior management leadership – Ongoing senior management support and leadership is critical to ensure program success*

*Training – Anticipate that additional training will be needed post-go live.*

*User satisfaction – Communicate new business processes to end users prior to go-live.*